DOCUMENT RESUME

ED 302 652 CE 051 624

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TITLE Needs Assessment of Hospitality/Tourism Industry in Kentucky.
INSTITUTION Western Kentucky Univ., Bowling Green.
SPONS AGENCY Kentucky State Dept. of Education, Frankfort. Office of Vocational Education.
PUB DATE 30 Jun 88
NOTE 103p.
PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC05 Plus Postage.
DESCRIPTORS Economic Development; *Educational Needs; *Education Work Relationship; History; *Hospitality Occupations; Hotels; *Job Training; Marketing; Needs Assessment; Postsecondary Education; Recreational Facilities; School Business Relationship; Secondary Education; State Programs; Statewide Planning; *Tourism; Vocational Education
IDENTIFIERS *Kentucky

ABSTRACT

This report of an assessment of the hospitality/tourism industry in Kentucky begins with a history/description of the hospitality/tourism industry written from research; the hospitality/tourism training programs conducted by various institutions in the state are also described. For the assessment itself, two survey instruments were prepared and mailed: one to all members of the Kentucky Hotel and Motel Association and the Kentucky Restaurant Association and the other to all members of the Kentucky Tourism Commission. The surveys asked about job training, availability of properly trained employees, inservice training, college training, vocational school training, employee evaluation, tourism attractions, advertising and promotion needs, and educational needs. The surveys found that there are gaps between the number of trained employees available and the number needed and that there is a need for educators and the hospitality/tourism industry to bridge a communication gap so that educational institutions can provide the training needed for the industry. Ways must also be found to reduce employee turnover. More promotional and development activities are also recommended. (KC)

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NEEDS ASSESSMENT OF HOSPITALITY/TOURISM INDUSTRY IN KENTUCKY

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Project Code:
12-33-540-DCCJ-04-04-05-M36-D9800-4817-0541-88-30

Date: June 30, 1988

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PROJECT OVERVIEW

The grant for a "Needs Assessment of Hospitality/ Tourism Industry in Kentucky" was funded by the Kentucky Department of Education. A review of literature was completed to trace the history of the hospitality/tourism industry. Also, a review of all hospitality/tourism programs in Kentucky was completed and a brochure developed to aid in the recruitment of persons to help meet employee needs in Kentucky.

The assessment included the development of two survey instruments to be sent to members of the hospitality/tourism industry to help determine employer needs for educational programs and information on promotion of tourism in Kentucky. The results of the study will be shared with members of the hospitality/ tourism industry.

DEFINITION OF TOURISM/HOSPITALITY

Tourism may be defined as "the collection of productive business and governmental organizations that serve the traveler away from home." According to the U. S. Travel Data Center, these organizations include restaurants, hotels, motels and resorts; all facets of transportation, including rental cars, travel agents, and gasoline service stations; national and state parks or recreation areas; and various private attractions. The industry also includes those organizations that support the retail activities of these firms, including advertising companies, publications, transportation equipment manufacturers, and travel research and development agencies. Tourism means the accommodation and the guidance of tourists. People travel for fun, relaxation, adventure, to escape routine, on business or to meet other people.[1]

The hospitality industry is usually associated with hotels and restaurants. The term has a much broader meaning. Hospitality means the reception and entertainment of guests, visitors or strangers with liberality and good will. The word hospitality is derived from hospice, a medieval "house of rest" for travelers and pilgrims. Hospitality, then, includes

hotels and restaurants, but it also includes other kinds of institutions that offer shelter or food or both to people away from their homes. The hospitality professions are among the oldest of the humane professions, and they involve making a guest, client, or resident welcome and comfortable.[1]

HISTORICAL DEVELOPMENT

Hotels/Motels

The historical information tracing the development of hotels and motels is from Lizin[2] and Landberg[3]. Since the beginning of recorded time, people have traveled, and during their travels have needed shelter. Thus hospitality has been called the world's second oldest profession, and it probably deserves precedence over the oldest. In ancient times a traveler's safety was protected by the gods, and he could receive the three basics--food, drink, and lodging--from the local people. But all the so-called civilized countries of the ancient world offered inns or their counterparts.

The invention of exchange mediums brought trade expansion and an increased need for hospitality establishments. Hammurabi, the Babylonian who conceived the "eye for an eye, and a tooth for a tooth" dictum drew up regulations for quality and control of the Babylonian inns including a proscription against the adulteration of beverages. Excavations at Pomeii revealed the remains of inns preserved for modern times by a volcanic eruption. History shows that slaves and war prisoners often ran the inns of ancient Greece.

During the early Middle Ages travel was infrequent, but in the late Middle Ages travel and trade

increased, and so did the need for inns. The Crusades stimulated travel and the accommodation business. The inns became social centers for the working and rising middle classes who did not have access to the castles of the nobility. The hospitality was not all that might be desired.

With the advent of the stagecoach, English and continental inns appeared every ten or fifteen miles at the stage stops. Meals and beer were usually included with the lodging. These early inns were usually large buildings with few rooms, but a number of beds in one room. Travelers often had to share beds, or, in some instances, mattresses spread on the floor passed for beds.

After 1750, the inns began to improve, adding such attractions as private brewhouses and bowling greens. The English inn was transported to the colonies of America. In 1656, Massachusetts enacted a law that required each community to provide an inn or pay a fine. Samuel Cole, who founded Howard University, was one of the early innkeepers. When William Penn landed at Philadelphia in 1682, he spent his first winter at the Blue Anchor, the city's first inn. In early Pennsylvania, inn prices were stictly regulated, and a heavy penalty was imposed for diluting liquor.

In the latter part of the eighteenth century, American inns became, by most accounts, the world's best. There were four main reasons for this: 1) many people took up residence in them; 2) Americans believed in the spirit of democracy, and everyone was entitled to whatever comfort and luxury the inns could provide; 3) inns had to accommodate social events since there were no local manors or castles; 4) and there was more travel in a sprawling, lightly populated America.

In 1794, the City Hotel was erected in New York City--the first building built strictly for hotel purposes. It had seventy-three rooms and served mixed beverages. In 1829 a truly memorable hotel, the Tremont, was built in Boston. It has been called the first modern hotel and set the standard for a whole generation of new hospitality operations. The Tremont had 170 guest rooms with locks, a 200-seat dining room with trained staff, and a lobby so guests did not have to register at the bar. This encouraged the building of the Astor House, the most sumptuous hotel on the American Continent before 1850, in New York City.

Also in the 1800's the Travel and Tourism Industry as we know it today had its beginnings in a Baptist missionary named Thomas Cook. The world's first "organized tour" was on July 5, 1841 when nine open

carriages carried 570 passengers by train from Leicester to Loughborough, England. In 1845, Thomas Cook opened his first commercial travel agency. Thomas cook might be called "the Father of Travel and Tourism." He was the first to advertise his trips with colorful flyers and the first to publish a travel magazine, and in 1855, he was the first to design and market an international tour from England to the Paris Exhibition. The next year he conducted a grand tour of the European continent. By 1864 Cook had served more than a million clients.

Cook then moved to London and opened a travel office called Thomas Cook and Son. Next came offices in New York and Rome. Today there are Thomas Cook travel agencies all over the world.

During this era, a particularly interesting type of hotel appeared and this was the spa. The spa usually had some special water for health and social prestige. Notable early American spas were at Saratoga, New York and the Greenbriar in West Virginia.

In the late 1800's and the early twentieth century, some magnificent hotels went up in this country stressing luxury and glamour, and offered the finest cuisine and appointments. Caesar Ritz's hotels eptiomized the luxury hotels of this time and the

foodservice at Ritz hotels reached heights that have seldom been equaled.

Shortly after the beginning of the twentieth century, Ellsworth M. Statler, perhaps the world's greatest hotel man, arrived on the scene. Statler hotels were designed for the traveling public and featured baths in every room. He standardized his hotels so you knew what to expect regardless of the location. Mr. Statler also instituted such services as overnight laundry, circulating ice water, sterilized toilet seats, and newspaper delivery to the door. Mr. Statler concerned himself with operational aspects of his hotels and greatly improved cost control record keeping. He also helped establish the American American Hotel Association.

By the twentieth century, restaurants became accessible for the middle class. The automobile was perhaps the single most important event giving impetus to the growth of the foodservice industry. The 1920's spawned a new type of foodservice: the drive-in. Also during this time fast food service was available in the All-American Drug Store.

The 1920's saw a tremendous boom in the hotel industry, but during the 1930's the hotel industry suffered with everyone else during the Great

Depression. At one time the Metropolitan Life Insurance Company was supposedly the largest hotel owner in the world.

During the 1940's hotels, swamped with war and postwar activities, revived. Occupancy rates reached unbelievable highs, but the hotels had real problems. Hotels found themselves extremely short of help; food was rationed, and it was difficult to buy supplies. Also during the 1940's, two of the major hotel chains, Hilton and Sheraton, started to expand.

The end of the Second World War caused a tremendous demand for travel because of abundant money and leisure time. They were able to go wherever they wanted to go. During the 1950's and 1960's trends developed that proved unfavorable for the conventional hotel. Many small hotels were unable to compete with the newer hotels and motor inns. Patterns of transportation reduced the need for hotels and changed their needs from being near railroad or bus facilities to strategic highway or airport locations.

Also during this time motels were more in demand. Many were "mom and pop" operations with mom taking care of housekeeping and pop would take care of maintenance and the front desk. Motels grew in number and in their sizes and services. Chains of motels developed and one

of them was the brainchild of Kemmore Wilson. Today his Holiday Inns have surpassed in number all of the hotel chains that disseminated the industry when he started. Two developments in the 1950's encouraged the construction of motels. One was a tax incentive and the other was the Interstate Highway Act. Innkeeping today is the country's seventh largest industry. The trend seems to be toward more and more chain operations for both hotels and motels.

RESTAURANTS

"Food Service Careers Guide Book" by Witzman and Block[4] traces the development of restaurants in the United States. About the time the Tremont opened, the first "real" American restaurant opened as Delmonico's in New York--1827 or 1829, depending on the text you read. Delmonico's was innovative for its time and took pride in serving excellent chocolate and pastries with their meals. They were the first restaurant to offer a variety of dishes cooked to order.

Stemming from the success of Delmonico's, many American restaurants sprang up. In the process of growing, the foodservice industry tied in with food purveyors and equipment manufacturers.

Fred Harvey is a name to recall when discussing the Nineteenth Century American foodservice industry. In the 1870's he established a string of very good eating places along the major rail lines across the country. Other well-known dining establishments during this era include the Astor House of New York, Chicago's Palmar House, and San Francisco's Palace Hotel.

During this same time period the first travel agent, Ward G. Foster, was to open an office in America. Over the door he hung the sign "ask Mr. Foster" and the rest is history with a network of

offices now operating coast to coast.

By the 1950's the phenomenon of the drug store food service had all but died away, while the drive-in continued to thrive and spread out in new directions. Growth in drive-in's was led by A & W Root Beer and Howard Johnson's. Fast-food continues today with McDonalds, Burger King, Wendy's, Arby's, and many others. A spin-off of fast foodservice is the take-out service. As the Twentieth Century draws to a close, we see a wide variety of foodservice techniques used to encourage people to eat away from home. The pressure of rising wages will push the industry toward more productive, less labor intensive operations. There will be significant technical changes in centralized service and information systems. Also the trend will continue toward more simplification with more emphasis on entertainment, decor, atmosphere and service. Restaurants will be in a very competitive environment and this will create a great demand for well-prepared managers.

TOURISM

In the 1840's the American Express Company opened in New York State and over the next forty years branched out into all related fields of transport and international finance. In 1891 American Express introduced the Traveler's Check and that certainly made a mark in travel history. Early in the Twentieth century, the first European tours were offered and finally in 1915 American Express coordinated all its travel services by establishing a Travel Department in New York.[3]

Other events contributing to the development of the travel and tourism industry was the motor car and the airplane. During the 1930's the airlines saw the advantage of allowing travel agents to sell plane tickets for them as railroads and steamships were doing.[3]

As can be seen the tourism/hospitality industry has come a long way. It has survived the crushing effects of two great wars, and the Great Depression and it is surviving deregulation.

Today Americans live longer than before; are more affluent; have fewer children, and women are in the labor market. Therefore, people have more leisure hours

to enjoy and more money to spend on them. There is also an increase in business travel. The result is more and more jobs in this industry and a rosy future is pictured for the hospitality/tourism industry.

EDUCATION

Andrew[5], Fuller[6] and Christie Mill[7] were used as references for tracing the history of the hospitality/ tourism education. As an historical institution, cooking has been around since our ancestors discovered fire and food preparation has been around since mankind itself. As an education and a career, cooking's lifetime has been a bit shorter. The early Greeks, Eqyptians and Romans valued cooks as highly respected members of society. The French are famous for their cuisine and their chefs, a value that remains even to this day. The term "restaurant" was first used in France in the late 1700's to indicate a public eating house.

In England, the first schools dedicated to educating cooks and other foodservice personnel were established in the 1870's with the first hotel school appearing in 1910. One of that country's most famous schools, The National Training School of Cookery, held its first class in 1874. The Edinburgh School of Cookery immediately followed in its footsteps by opening publicly in 1875.

In the United States, early inns and taverns were patterned after their British counterparts and were located along stagecoach routes. Restaurants and other eating establishments spread across our country with

the stagecoach and with the railroad. Today restaurants and entire towns are dependent upon highways and expressways.

Professional training in the art of feeding people is relatively new. The first school inaugurated for the foodservice industry was the School of Hotel Administration at Cornell University, which was established in 1922. Ellsworth Statler visited the school in the middle of the 20's as a favor to an old friend and liked what was being done. The school has received more than $10 million from the Statler Foundation for scholarships, faculty salaries, and research. Cornell was gradually followed by seven more schools: the University of New Hampshire, State University of Pennsylvania, Michigan State University, Florida State University, Oklahoma State University, University of Denver and Washington State University.

The first book on hotel management was written in 1925 by Lucius Boomer with a title "Hotel Management." A big change in the foodservice industry came with the end of World War II in 1946. Along with the expansion of the restaurant came the expansion of the foodservice industry and the educational system, which would provide talent for the industry. In the United States, every state in the union has at least one major college

offering foodservice training, and most states have many more.

In the United States, initially the emphasis of food and lodging training was on vocational or technical training. Some hospitality programs were, and are, conducted by schools of home economics. Today's trend stresses business administration applied to hotels and restaurants, especially when hotel courses are within university colleges of business, and common aspects of business management are emphasized such as finance, marketing, quantitative analysis, management principles and law, with a smaller percentage of time devoted to hospitality technology.

In the United Kingdom, hotel degrees were confined to Straticlyde and Surrey until recently and this made for more uniform higher national diplomas. More concern was placed on expanding recruitment and satisfying staff requirements than on course' syllabuses.

In 1982-83 only fifty colleges or universities awarded degrees in Hotel/Restaurant Management, but this has not fulfilled the earlier growth expectations. One reason for this is that a bachelor's degree is not considered essential for the hospitality/tourism industry.

The foodservice industry, the hotel industry and the tourism industry all go hand-in-hand. One does not exist without the other, and every state has tourism high on its list of priorities. Because of the emphasis on tourism, many state schools have a tourist-hospitality curriculum, which is accessible to students seeking information and education. (A survey of curriculums available for students in Kentucky include academies, vocational schools, colleges and universities follow.)

Hospitality/tourism education and the hospitality/tourism industry have coexisted for many years with some degree of affection between the two but this does not ensure permanent understanding. The hospitality/tourism industry and hospitality/tourism education have respect for one another, but do not always understand each other. At present "education seems to be in a minor slump...under fire from all sides and on the whole defending itself rather badly."

Education has made remarkable strides and regardless of the program emphasis, all schools can boast of successful graduates in the hospitality/tourism industry. Currently there is a variety of programs available and we can expect to see a variety of programs continue. Are they what industry wants? Are they what

teachers want? Are they what students want? There needs to be more understanding of and better communication between education and industry. The surveys sent to participants of the hospitality/tourism industry in Kentucky to determine industry needs so educators can plan to meet these needs.

Schooling helps students choose the specific job they want, gives them an edge over the untrained competitor, and helps to ensure a fast-track career once you're in.

In the United States more than 130 institutions of higher learning offer a major in a hospitality related field of study. The development of programs has been fueled by demand for qualified managers in the rapidly growing hospitality industry. The high turnover rate of property level managers (in excess of 100%) suggests that educators and employers need information to assist in guidance, selection, and placement of entry-level managers in the hospitality management field. Employee turnover of hourly workers was estimated by Wasnuth and Davis[8] to be approximately 60%--perhaps the highest of all industries. The cost to the industry is about $2500 per incident of employee turnover, and this is in line with other industries. Past studies indicate that turnover may be related to job-satisfaction. Job satisfaction leads to organizational commitment and

intent to stay in an organization. Therefore improved job satisfaction appears to hold promise as the key factor in controlling turnover. Helm[9] conducted a study and found that personal satisfaction, feeling of achievement, opportunities for promotion, chance to see results of work, freedom to use own judgment, financial security, opportunities to use aptitudes and abilities, and opportunity to use initiative are the characteristics rated as most important by hospitality management majors for measuring job satisfaction. In light of results from other research that reveal high turnover and low satisfaction in the industry, hospitality companies should examine the data on career characteristics important to students. This raises the issue as to whether educators and hospitality organizations give an accurate view of work in the industry--does the view presented match with student perceptions? If there is to be career success then students must be given a more accurate picture of the work to be done and of possible career potential, including clearer appraisal and career relevant feedback.[10]

One possible answer to job dissatisfaction is job enrichment. This can be done by improving job content factors and improving core job characteristics. This means broadening an individual's work role to provide

more opportunities for decision making and greater diversity of action. Job enrichment has its drawbacks and fails as often as it succeeds. Management must reflect on attitude and willingness to experiment by decreasing controls and increasing accountability.[11]

A study conducted by Damonte and Vaden [12] indicated that the influence of hospitality professionals was the greatest factor having the impact on the decision to select hospitality management as a career. Fathers and mothers, other college friends, advisors and counselors all had a moderate influence on career decisions. High school teachers, counselors, and friends had very limited influence on career decisions. Sixty-nine percent of students surveyed changed their major to hospitality management after entering college.

The slowdown in population growth has now hit entry level employment positions, and the problem is particularly acute in the hospitality industries. Until 1995 demographic projections show that the population in the 16 to 24 age group will continue to decline. Meanwhile, the demand for hospitality/tourism services is expected to continue to increase due to overall population growth, business expansion and income growth. This shortfall will not likely be solved by the growing number of women and older persons.[13]

Another avenue that needs to be explored in dealing with the labor shortage is to establish training programs for the developmentally disabled. This employee resource has proven to be dependable, motivated, and willing to work in numerous operations, particularly foodservice operations. Three goals would be met if the developmentally disabled were trained and hired. First, it would give the handicapped individual the opportunity to be a productive member of society. Second, hiring this labor resource would help reduce the manpower shortage being felt by the foodservice industry. Third, the turnover rate would be reduced substantially especially in those jobs requiring repetitive tasks.

The handicapped person is defined as someone who has a "physical or mental impairment that substantially limits one or more life activities." It is estimated that 21.8 million adult Americans have some degree of mental or physical disability and approximately 74% are not in the work force.[11]

The foodservice industry employs more than 8 million people and needs 250,000 new employees each year to keep pace with the growing demand for services. For

at least another decade, job opportunities in the food-service industry will continue to outpace those in most other industries.[4]

According to Powers[1], growth in the hospitality industry is based

1. on a high level of educational attainment in our society.
2. on the increase in the number of working women.
3. on the growth in population.
4. on increasing income levels.

Travel and tourism are as American as baseball, hot dogs, apple pie, and the interstate highway system. In 1972 one of two Americans took at least one trip of 100 miles or more away from home that year and over $60 billion in tourism expenditures. Over four million persons are employed in an activity supported by travel expenditures. Tourism is a highly varied, often interrelated, bundle of economic activities. The services rendered and the operational patterns are different enough to limit mobility of an employee from one activity to another. The important point to see is that while tourism may be a related set of economic activities, it is not an industry for which overall educational career preparation is possible.

The number of hotel rooms in a 28-year period (1948-1975) nearly doubled, but the number of rooms sold increased by only 20%. The poor sales growth in the hotel-motel business can be traced, at least in part, to (1) room rate inflation, (2) the competitive practices of hotels and motels, and (3) the changing patterns of transportation an consumer preference. Many travelers prefer the more inexpensive and informal campground to the hotel or motel.

Some operations prefer to hire trained employees. Even trained workers must receive enough training to orient them to the operation's special procedures. Other companies prefer to hire people with no experience and to train from scratch. In any event, training is unquestionably costly as the employee must be paid for time when they are learning but not productive. Training does cost a lot, but the cost of not training is poor service and lost customers. Thus the lost revenue from poor service far exceeds the cost of training a worker properly. Also, management may lose employees as well if they are thrown into a job they do not know.[14]

A growing interest in the tourism industry has led to the need for educational programs to better prepare students for the industry. There is little agreement

about the meaning of tourism education. European universities have offered programs of research and studies in tourism oriented toward the scientific and theoretical investigation of the subject rather than the training of personnel. The European programs were developed through institutes as distinct from departments. The "Institut fur Hotel-bldungswesen" established in 1914 is the earliest example. This was followed by institutes at Berlin in 1929, Vienna in 1934, Bern in 1941, Saint-Gall in 1941, Munich in 1949, and Frankfurt in 1952. Similar institutes have been established at Barcelona, Madrid, Paris, and Aix-en-Provence.[7]

In both the United States and Europe the study of tourism is so new that controversy exists over the direction the study should take. In Europe, tourism education may be technically oriented, business oriented or concept oriented. A technically oriented program is devoted to the development of specific skills necessary for employment in some area of the tourism industry. A business orientation is aimed at developing managerial personnel for the industry. A concept orientation seeks to provide an "understanding of the nature of tourism, the economic implications, interactions and

organizational techniques of marketing developing, planning and controlling tourism."[14]

At the business and concept level, the approach taken may be multidisciplinary or interdisciplinary. In the former, a basic discipline is used as a starting point. Some examples of courses taught are the economics of tourism and the geography of tourism. In the latter tourism is studied as a subject in its own right; a body of knowledge is formulated and examined systematically within its own boundaries and relationships.[15]

This lack of agreement over the direction tourism education should take is reflected in comments concerning the study of tourism at the university level. It has been suggested that the disciplines involved in a study of tourism include economics, geography, psychology, sociology, politics, management, marketing, and quantitative tools. Others might add food technology, microbiology, physics, engineering, architecture, accounting, law, and transportation. Is it any wonder that there is difficulty in attempting to define tourism?

Tourism studies in Europe tend to locate in departments of economics, geography, and sociology and in institutes of tourism; while in the United States and

Great Britian, they find a home in departments of hotel and restaurant management. A more logical arrangement would be a hotel and restaurant major in the department of tourism as tourism is larger in scope than hotel and restaurant management.[15]

Another conflict arises between the needs of the public versus the private sector in that needs are so varied that they cannot be included in one program of study. The International Union of Official Travel Organizations holds that both needs can be satisfied with a series of core courses with elective specialized studies.

At the 1963 General Assembly for the International Union of Official Travel Organizations (World Travel Organization) it was noted that because eating and lodging establishments are the dominant employers in tourism, education in this area is more advanced than the rest of the industry. It has been suggested that the highly developed nature of education for lodging and eating establishments may have retarded the study of tourism as a distinct field. It is certainly true that tourism educational programs are smaller and more difficult to operate on an economical basis.

The Southern Travel Directors Council[16] conducted a study concerning tourism education. The council reached the following conclusions.

1. There is substantial widespread interest in and support for the expansion and improvements of tour "tourism education" expressed at both the educational and the tourism industry levels.
2. There is a definite need for short and longer range tourism education program planning to ensure the availability of qualified manpower to meet the future manpower demands of the tourism industry.
3. There is an implied need for an integrated data system that will periodically provide a comparison of tourism manpower demand and manpower supply in specific geographical areas for use in educational program and industrial development planning.
4. There is an indicated need for a system that will periodically provide such up-to-date occupational information related to tourism oriented jobs, as entry wage rates,
   descriptions of duties, working conditions, educational requirements, employment opportunities, and outlook.
5. There is a definite need for a degree of standardization in tourism education in terms

of definitions, program titles, occupational titles, course content, and occupational skill requirements.

6. The development of new programs in tourism education, when viewed rationally, appears to be an uncoordinated and fragmented effort.
7. There is ample evidence that the council may become involved in more actively encouraging increased tourism educational opportunities through one or more avenues, dependent upon the desires of the council.
8. Funding prospects for tourism programs of the future will largely depend upon federal program resources unless more effort is directed to developing private support.

The problem manifests itself when graduates of specialized programs try to find employment. Graduates from a four-year program have a difficult time finding suitable employment. This may be due to a lack of knowledge of employers concerning the availability of the breadth of preparation that a four-year degree provides.

This problem exists in areas other than the United States and it could be because the tourist services sector of the tourism industry is still involving and

comprises a large variety of tasks, functions and responsibilities with a general lack of job descriptions throughout. Further research into the exact requirements of the tourism industry is needed and forecasting the future training requirements of the industry and the range and type of skills required need to be determined. The hospitality/tourism industries in Kentucky should develop a basic philosophy of tourism education and work with academies, vocational schools, community colleges, colleges and universities to develop programs relevant to the needs to Kentucky.

Kentucky Hospitality/Tourism Programs

A survey of curriculums for students in Kentucky include academies, vocational schools, colleges and universities. An outline of the curriculum :

The Professional Travel Academy, Lexington, Kentucky offers training for a professional career in the travel industry with a Certificate of completion awarded when academic requirements are complete. Three courses are available:

Course I: Functions and Operations of a Travel Agency

Course II: Sales and Marketing Development of Travel Agents

Course III: Computer Utilization

The course descriptions are:

I. The Functions and Operations of Travel Agents

1. Introduction to the Airline Industry
2. Wholesalers of the Travel Industry
3. Introduction to the Steamship Industry
4. Introduction to Rail Transportation
5. Motor Coach Travel
6. Car Rentals
7. Hotel and Resorts
8. Special Services

II. Sales and Marketing Development of Travel

9. Geography of the World

10. Selling Travel

11. Group vs. Individual Travel

12. Vacation Destinations

13. Sales Techniques

III. Computer Utilization

14. Data Processing

Some Vocational schools in the state offer a Commercial Foods I and Commercial Foods II Competency based programs. Each program is approximately one year in length with suggested grade levels 11 and 12. The programs train students for jobs in commercial food departments. The subject matter is reinforced with simulated experiences and on-the-job training experiences. Commercial Foods II covers more in-depth information and trains pupils for higher level skills than Commercial Foods I.

The program sequences are:

<u>Commercial Foods I</u>

I. World of Work

II. Clean and Sanitize

III. Weights and Measurements

IV. Use of Telephone

V. Beverages

VI. Salads and Congealed Desserts

VII. Fruits and Vegetables

VIII. Sandwiches

IX. Quick Breads and Cereals

X. Eggs

XI. Cooking Meat, Seafood and Fowl

XII. Prepare and Portion Desserts

XIII. Yeast Breads

XIV. Storage

Commercial Foods II

I. Clean and Sanitize

II. Use and Care of Equipment

III. Commercial Food Terminology

IV. Menu Planning

V. Prepared Food Evaluation

VI. Gravies, Soups, and Sauces

VII. Fruits and Vegetables

VIII. Cooking and Portioning Meat, Seafood and Fowl

IX. Quick Breads and Cereals

X. Yeast Breads

XI. Hors D'Oeuvres, Canapes, and Cocktails

XII. Decorate Cakes

XIII. Managing Foods

XIV. Organization and Supervision

Jefferson Community College offers an associate degree in Culinary Arts. The Culinary Arts program is primarily designed as a two-year curriculum leading directly to employment. Anyone who has either a high school diploma or equivalent or is at least nineteen years old will be admitted. The program outline is:

First Year Curriculum

First Semester	Crs.
Freshman Composition	3
Elem. Food Preparation	8
Food Cost & Portion Control	3
Basic Public Speaking	3
Freshman Composition	3
Food & Nutrition for Man	3
Quan. Baking & Food Prep.	8
Applied Math I	3
Cooperative Work Experience in C.A. (Can be repeated up to 10 hours of credit throughout program.)	4

Second Year Curriculum

Adv. Food & Pastry	8
Prin. of Acc. I or	3
Appl. of Accounting	(3)

General Psychology or	3
Human Relations	(3)
Culinary Arts Mgmt.	3
*Garde-Manger and Menu Planning or Applied Diet Therapy in Institutional Care; Pre-req: Quan. Baking & Food Prep. or consent of instructor (plus)	3
Electives	(5)

*If Quan. Baking & Food Prep. is taken, 5 additional hours of electives must be taken. (Electives may be chosen from any course offered at J.C.C.)

Sullivan Junior College of Business in Louisville, Kentucky has a National Center for Hospitality Studies division to prepare students for careers in Travel and Tourism, Culinary Arts and Hotel and Restaurant Management. The Travel and Tourism Associate of Science Degree trains graduates for employment in travel agencies, with airlines, car rental agencies, rail, bus, and steamship companies, hotels, resorts and some private corporations.

The program has 72 credit hours of major and core requirements; 16 general studies credit hours and 24-28 credit hours from one of four options for a total of

110-118 credit hours to meet the degree requirements and is 18 months in length. The curriculum is as follows:

MAJOR AND CORE REQUIREMENTS

North American Geography	4
Geography of Southern Hemisphere	4
AR-Asian Geography	4
Airline Procedures	4
Travel Reverence Skills	4
Tourism	4
Travel Agency Management	4
Computer Travel Reservations	4
Senior Travel Seminar	4
Information Processing	4
Developmental Reading Skills	4
Communication Skills I	4*
Communication Skills II	4*
Communication Skills III	4*
Business Org. & Mgt.	4
Salesmanship	4
Mathematics of Business	4

The Associate of Science Culinary Arts Management Degree has 102 credit hours and lasts for 18 months.

The curriculum is:

MAJOR AND CORE REQUIREMENTS	
Culinary Theory and Skills	4
Culinary Preparation of Regional Cuisine	4
Purchasing and Cost Containment	4
Food Service Sanitation	4
Basic Nutrition	2
Culinary Theory and Preparation in Bakery and Cold Pantry	4
Menu Creations and Design	2
Practicum	6
Culinary Preparation of International and Cuisine Americana	4
Culinary Principles of Practices of Buffet and Catering	4
Culinary Arts in Dining Services	2
Food and Beverage Control	4
Maintenance Engineering and Layout	4
Hospitality Management and Supervision	4
Legal Aspects of Hospitality Operations	2
Math of Business	4

Intro to Accounting	4
Information Processing	4
Developmental Reading	4
Communication Skills I	4*
Communication Skills II	4*
Communication Skills III	4*

*Two of the three courses required. Pre-test will determine placement.

GENERAL STUDIES

Humanities/Fine Arts

Speech Development	4
Introduction to Philosophy	4
Introduction to Literature	4
Introduction to Religion	4
Survey of the Arts	4

Natural Science/Mathematics

Introduction to Anatomy and Physiology	4
Introduction to Astronomy	4
Geology	4
Statistics	4
North American Geography	4
Geography of the Southern Hemisphere	4
Eur-Asian Geography	4

Social/Behavioral Sciences

Introduction to Psychology	4

Introduction to Sociology	4
Sociology of the Family	4
Principles of Economics	4
History of the American Free Enterprise System	4

(Students must choose 2 courses from each of the three areas of General Studies.)

The Associate of Science Hotel and Restaurant Degree has 112 credit hours and is 18 months in length. The curriculum is:

MAJOR AND CORE REQUIREMENTS

Intro to Hospitality Management	4
Maintenance Engineering and Layout	4
Housekeeping Management	4
Front Office Management	4
Hospitality Management and Supervision	4
Marketing of Hospitality	4
Practicum	6
Tourism Principles	2
Legal Aspects of Hospitality Operations	2
Culinary Theory and Skills	4
Culinary Preparation of Regional Cuisine	4
Purchasing and Cost Containment	4
Food Service Sanitation	4

Culinary Arts in Dining Services	2
Food and Beverage Control	4
Accounting I	6
Accounting II	6
Math of Business	4
Information Processing	4
Developmental Reading	4
Communication Skills I	4*
Communication Skills II	4*
Communication Skills III	4*

*Two of the three courses required. Pre-test will determine placement.

GENERAL STUDIES

Humanities/Fine Arts

Speech Development	4
Introduction to Philosophy	4
Introduction to Literature	4
Introduction to Religion	4
Survey of the Arts	4

Natural Science/Mathematics

Introduction to Anatomy and Physiology	4
Introduction to Astronomy	4
Geology	4

Statistics	4
North American Geography	4
Geography of the Southern Hemisphere	4
Eur-Asian Geography	4

Social/Behavioral Sciences

Introduction to Psychology	4
Introduction to Sociology	4
Sociology of the Family	4
Principles of Economics	4
History of the American Free Enterprise System	4

(Students must choose 2 courses from each of the three areas of General Studies.)

Berea College, Berea, Kentucky offers a bachelor of Science degree in Hotel Management. All students must meet general education requirements and two economics courses, one English course, one math course and one computer science course. The program is housed in the Department of Business with eight courses taken in business and four courses in the home economics area. The courses are:

Financial Accounting

Managerial Accounting

Business Law

Organization Theory & Behavior

Marketing Management

Courses (continued)

Travel Management

Hotel Management

Practicum--one year (learning experience)

Microeconomics

Statistics

Textiles

Food & Equipment

Interior Design

Meal Management

English--one course

Math--one course

Computer Science--one course

Transylvania College, Lexington, Kentucky offers a bachelor's degree in Hotel, Restaurant and Tourism. The following courses are required:

Management

Marketing

Financial Accounting

Managerial Accounting

Business Law

Macroeconomics

Microeconomics

Computer Science

Five of the state universities offer courses in Restaurant Management, Hotel Management, Food Science Administration or Tourism. All of the universities have general studies requirement that must be met by all students. To earn a Bachelor of Science degree a student must complete 128 credit hours with a minimum overall grade-point average of 2.0. The Student is prepared for an entry level management position and work experience is suggested.

Eastern Kentucky University offers a Bachelor of Science degree in Foodservice Administration. Ten courses in the major and nine professional support courses are required. The requirements are:

Food Science
Nutrition
Meal Management
Experimental Foods
Quantity Foods
Practicum
Management
Practicum
Management
Practicum
Business Finance
Organization Behavior

Marketing

Accounting--Financial

Accounting--Managerial

Microeconomics

Macroeconomics

Principles of Management

Personnel Administration

Morehead State University offers a Bachelor of Science degree in Food Service Administration and an associate degree of Applied Science. The associate degree requires fifteen semester hours of general education courses and fifty semester hours to meet program requirements. The courses to meet program requirements are:

GENERAL ELECTIVES	Crs.
Composition	3
Technical Composition	3
Electives	9
PROGRAM REQUIREMENTS	
Orientation to the Home Economics Profession	1
Elem. Foods Prep.	3
Foodservice Operations	3
Dining Room Procedures and Beverage Control	3

Family Perspectives	3
Principles of Nutrition	3
Meal Mgmt.	3
Computer Assisted Food Service Mgmt.	3
Cooperative Field Experience	3
Quantity Food Preparation	3
Food Production Mgmt.	3
Principles of Economics	3
Intro to Business	3
Business Calculations	3
Office Accounting	3
Approved Electives	6

The Foodservice Administration degree has 33 semester hours of program requirements and 21 semester hours of supplemental requirements. The requirements are:

PROGRAM REQUIREMENTS

Elem. Food Prep.	3
Foodservice Operations	3
Dining Room Procedures & Beverage Control Procedures	3
Meal Mgmt.	3
Computer Assisted Foodservice Mgmt.	3
Quantity Food Purchasing	3
Quantity Food Prep.	3

Equip. & Facilities Planning	3
Institutional Organization & Mgmt.	3
Food Production Mgmt.	3
Experimental Foods	3
SUPPLEMENTAL REQUIREMENTS	
Principles of Accounting I	3
Principles of Accounting II	3
Principles of Economics I	3
Principles of Economics II	3
Principles of Mgmt.	3
Personnel Mgmt.	3
Labor Relations	3

Murray State University offers a Bachelor of Science degree in Foodservice Administration. Some general education courses that must be taken are identified such as Economics 250, Public Speaking 161 or Interpersonal Communication 181, Psychology 180, Chemistry 105 and 106, and mathematics. Fifty semester hours of required courses are:

Freshman Composition

Principles of Food Prep.

Practicum--Quantity Food Production

Quantity Food Production

Institutional Food Procurement

Meal Management

Demonstration Techniques

Management of Food Service Personnel and Facilities

Senior Seminar

Food Economics

Electives

The University of Kentucky offers a Restaurant Management option to prepare students for managerial positions in restaurants and commercial food service units. The college of Home Economics has twelve semester hours of core requirements and they are:

MAJOR REQUIREMENTS

Visual Awareness I	3
Intro to Textiles, Clothing and Merchandising**	3
Food & Nutrition for Man	3
Intro to Family Studies	3

**Students majoring in nutrition and food science may substitute Textiles for Consumers for Textiles, Clothing & Merchandising.

PROFESSIONAL SUPPORT

Animal Biology	3
Principles of Microbiology	3
Chemistry I	3
Chemistry II	3
Economics II	3

Principles of Accounting-I	3
Principles of Accounting-II or Food Service Acct.	3
Intro to Algorithmic Processes or Intro to Business Data Processing	3
Marketing Mgmt.	3
Behavioral Systems in Marketing	3
Business Mgmt.	3
Survey of Personnel and Industrial Relations	3

Western Kentucky University offers a Bachelor of Science degree in Institution Administration with Restaurant Management or Hotel/Motel Management options. The program is housed in the Department of Home Economics and Family Living with a major requirement of 34 semester hours and a business administration minor of 24 semester hours. The major requirements are:

Food Science	3
Food Mgmt.	3
Institution Mgmt.	3
Institution Equipment, Maintenance and Layout	3
Selection of Furnishings for the Food & Lodging Industry	3
Executive Housekeeping & Mgmt.	3

Internship	8
Institution Food Prep.	3
Institutional Purchasing	3
Menu Planning & Merchandising for the Food & Lodging Industry	3
Food & Labor Cost Control	3
MINOR	
Accounting--Financial	3
Accounting--Managerial	3
Statistics	3
Organization & Mgmt.	3
Legal Environment of Business	3
Basic Marketing Concepts	3
Fundamentals of Finance	3
Intro to Information Systems	3

SURVEYS

Two survey instruments were developed for this project. The hotel/restaurant questionnaire (Appendix I) was mailed to all members of the Kentucky Hotel and Motel Association and the Kentucky Restaurant Association. The second survey instrument was mailed to all members of the Kentucky Tourism Commission. Self-addressed stamped envelopes were included with each survey instrument mailed to encourage participation in the project.

The results of the hotel/restaurant questionnaire are:

1. Who does employee training in your facility?

4.9%	A.	Human Resource Department
20.9%	B.	General Manager
25.4%	C.	Supervisor
37.8%	D.	On the job training
8.7%	E.	Seminars/Workshops
.3%	F.	Vocational Schools
.8%	G.	Colleges or Universities
1.2%	H.	Other

The results indicate that on the job training, training by supervisors and general managers account

for 84% of the training. Many facilities would not have a human resource department to conduct training. A small percentage attend seminars and workshops. The training by vocational schools, colleges and universities is almost non-existent. This seems to indicate a great need for communication between vocational schools, colleges and universities so they might assist with employee training. Since on the job training leads the way, industry needs to be sure those doing the training are doing the type of training desired.

2. Do you hire people who already have training for their positions?

   Yes----65.3%

   No----25.8%

   Both---8.9%

This seems to indicate the industry is willing to hire people already trained. Programs conducting training programs need to be in touch with the industry to be sure employers are trained to meet the hospitality industry needs.

3. Is there a sufficient number of trained employees to meet your facility needs?

   Yes----43%

   No-----57%

More than half of those responding to the survey indicated there are not enough trained employees to meet the needs of the industry. Training programs need to determine the needs of the industry and then recruit and train people to meet the needs.

4. If the answer is no, please indicate the type of trained employees needed by your facility?

Cooks, housekeepers, front desk, janitorial, waitresses, and managers were mentioned. Currently there are some programs for training cooks and management personnel, but not for the other positions. This indicates again the need for programs to communicate with industry, to help meet the needs of this industry.

5. Do you prefer training of your employees be done?

83.3% A. At your facility

6% B. At a vocational school

6.4% C. A special seminar or workshop

4.3% D. At a junior college or university

The largest majority prefer the training be done at their facility. This would indicate moving the training programs from the schools, colleges, or universities. This opens up a lot of areas that need to be explored by educators and members of the industry.

6. What length of inservice training do you prefer for your employees?

3.9% A. 1 hour

5.1% B. 2 hours

8.5% C. 1/2 day

8.5% D. All day

10.9% E. 2 days

63.1% F. 1 week

One week was the length of time preferred for inservice training and two days for inservice training was second. Many suggestions for other lengths of time given, but the most important consideration was the amount of time required depends on the position. Also, there should be a difference in the initial training and training after the person is in the position. Again this points to the need for communication between those doing the training and members of the hospitality industry.

7. Do you require employees to participate in inservice training programs?

77.7%----Yes

22.3%----No

The largest percentage of employees (77.7%) are required to attend inservice training. This indicates

that a large percentage of management believe that in-service training is important. Again, educators need to be aware of the needs for inservice training and offer assistance to meet the needs.

8. Are employees paid when they attend inservice training sessions?

   Yes----95.5%

   No------4.5%

The largest percentage (95.5%) of employees are paid for inservice training sessions. Therefore it seems to be part of their job and this indicates the need to be sure that all inservice training sessions provide the assistance employees need to be valuable team players for the hospitality industry so a positive image is presented to the public.

9. Do your employees receive specific training for the tourism/hospitality industry?

   Yes----56.7%

   No-----43.3%

A little over half of employees receive specific training for the tourism/hospitality industry. This leaves a large number of employees that should be trained so that a positive image is presented to guests. Being courteous and informed are two qualities

that need to be exemplified if we are to increase tourism revenue for Kentucky.

10. If the answer is yes, who receives this training?

22.5% A. Hostess

22% B. Waitress

10.7% C. Housekeepers

14.8% D. Front Desk

21% E. Supervisor

9% F. Others

Any person having contact with guests should receive training. Some facilities indicated that all their employees did receive training and others indicated that none of their employees receive training. Guest notice the difference and return to facilities where they are provided with a good impression. Guests expect any employee to be able to answer their questions. Proper training is the answer to providing this positive image.

11. Are employees compensated for additional training by pay increases or promotion?

Yes-----55.6%

No------41.3%

Only 55.6% of employees are compensated by receiving pay increases or promotions for additional

training. Some facilities indicate they do both and some said not applicable. If the hospitality industry is to reduce turnover and improve their image for recruiting employees, then a closer look needs to be given to training and compensation.

12. Would your employees participate in training programs if offered by vocational schools?

    Yes-----44.3%

    No------44.8%

    Undecided-----10.9%

The yes and no's were about equal so this provides a big area for vocational schools to investigate. Some indicated it would depend on the type of training. Several were undecided, so this leaves room for vocational schools to convince them they can provide the type of training needed.

13. Would your employees participate in training programs if offered by junior colleges or universities?

    Yes-----28.6%

    No------46.3%

There is a lot of work to be done by educators from junior colleges and universities to provide training programs by those indicating they would participate and to convince the undecided employees to

participate. Working together to meet the needs of the hospitality industry would benefit everyone in the state of Kentucky.

14. If the answer is yes, what type of programs?

Some of the areas mentioned were:

Problem solving techniques, courtesy, any type hospitality training including hostess, waitress, and cooks, sanitation, safety, culinary arts, leadership, health regulations, service, cash register, promotions, sales, supervisory, guest relations, front desk, and housekeeping.

Most all areas of the hospitality industry were mentioned. There seems to be a gap between what is offered by schools, colleges and universities and what is needed by the industry.

15. If the answer is no, why not?

Time involved, too general, company training, would like training for future employees, not necessary in this business, not helpful, adequate is provided on the job, expense, age of employees, specific training needed, some employees work two jobs, no college or university in area are some of the reasons for not participating.

Time and cost were often mentioned and many prefer on the job training. If colleges and universities are

to be of assistance to the hospitality industry then the above reasons must be effectively dealt with or there will be a wider gap between education and industry.

16. What qualifications do you look for when hiring new employees (rank in order of preference)?

Personality was the one chosen most often as being number one; appearance was selected as number two most often; and training was selected as number three. They were all ranked as being very important. Other considerations listed were ability to work as a team member; ability to communicate; age; enthusiasm; how fast they walk; trainability; interest level; good references; education; and attitude. From the list provided it seems that all factors for a good employee are considered. Working to improve the image of the hospitality industry would help attract employees with the desired qualifications.

17. What plan do you have for reducing employee turnover in your facility?

Competitive wages, better training, better benefits, promotions, good working establishment, proper selection, orientation, improve working conditions, prayer, better working hours, make employees feel part

of family, effective communication, open door policy, paid vacations, using alternative sources of labor, life insurance, understanding employees needs, and job security are some of the plans for reducing employee turnover. Many stated they have no plans for reducing turnover. Pay increases and training were mentioned most often. If the industry is to reduce turnover this reduce turnover this problem must be solved. The shortage of employees for the lower paying positions is creating additional problems. This is a major problem for the hospitality industry, and it will take much time and effort to solve.

18. Do you have a training manual for employees?

    Yes-----68.5%

    No------31.5%

Training was listed as one way to help reduce labor turnover. Proper training manuals or videos could save a lot of time and help provide employees that present the desired image for the hospitality industry.

19. Do you have set times for evaluating employees?

    Yes-----71%

    No------29%

Evaluation time is a good time to give credit for good performance and to correct small problems that could result in less than an ideal environment for guests. Evaluations should be scheduled on a regular basis so employees will know what to expect. This provides a time for employees to express themselves and should be encouraged to do so. Seventy-one percent have set times so this leaves the other 29% that need to address this important issue.

20. If yes, is this evaluation

    11.7% A. Yearly?

    45.7% B. Every 6 months?

    12.2% C. Every 4 months?

    30.4% D. At end of probationary period?

Many indicate that employees are evaluated at the end of probationary period. Every six months is the most popular time period for evaluations. Some indicated that the length of time varies with the position.

21. Do you have job descriptions for each position in your facility?

    Yes-----81.3%

    No------18.7%

Effective training and good employee morale were listed as ways of reducing employee turnover. It is important that employees know what their job is and

also this is an effective management tool used by over eighty percent of those responding.

22. Are employees given an opportunity to apply for higher positions in your facility?

Yes-----92.1%

No-------7.9%

Promotion from within is a great morale booster for employees and this is a very common practice in the hospitality industry. A word of caution should be taken and that is promote them only if they can handle the new position with proper training.

23. Is there a city or community effort to increase tourism?

Yes-----91%

No-------9%

The responses indicate that most cities or communities are aware of tourism benefits and working to increase tourism.

24. What suggestions do you have for increasing tourism in your city?

Many suggestions were provided and they include more group effort, awareness of tourism benefits, advertising, better welcome centers, adding attractions, a good public relations firm, shopping centers,

more special programs, educating public as to benefits, better restaurants, bars, and hotels, improvements in parks and attractions, marketing, liquor by the drink, spend more money on tourism, weekend packages, and longer racetrack seasons were all listed as suggestions for increasing tourism. Advertising was listed most often and then improvement in conditions for attracting tourist was next. This provides information for a lot of work that needs to be done to sell Kentucky. Many of those responding had no suggestions.

25. What suggestions do you have for increasing tourism in the state?

Again advertising was listed most often and more money in tourism budget was second. Of course advertising state attractions means more money in the tourism budget. Looking at what other states are doing to increase tourism was also suggested. Improving the image of Kentucky and developing this beautiful state was also suggested.

26. Who do you think should be responsible for selling Kentucky and/or its cities?

Some of the answers were all Kentucky residents, tourism commissions and convention bureaus, each city, Kentucky Department of Travel Development, the state

government, Chamber of Commerce, and the governor. All Kentucky residents and the state were listed most often. It will take a combined effort by state and city governments, and all Kentucky residents if tourism is to continue on the increase and provide more revenue and job for Kentucky.

27. Will the proposed increases in minimum wages be of benefit to the hospitality/tourism industry?

    Yes-----26%

    No------74%

Seventy-four percent of those responding stated the proposed increase in minimum wages would not benefit the hospitality/tourism industry. The shortage of employees for lower paying positions will have to be dealt with by the industry and this may force an increase in wages as well as looking for alternate sources for employees such as the handicapped.

28. Are your employees trained to answer questions about local attractions, other attractions in the state, geography of the state, etc.?

    Yes-----64%

    No------36%

Only sixty-four percent of those answering indicated that employees are trained to answer questions concerning Kentucky. This is an area that should be investigated if the hospitality/tourism industry wants to improve the image of Kentucky.

The second survey instrument (Appendix II) was mailed to all Kentucky Tourism Commissions. The inventory checklist was looking at the makeup of tourism commissions, development and marketing in different areas.

The tourism commission board is required to have representative, but some involve service clubs, museum boards, retail merchants, etc. to get more community involvement.

The community tourism resources were varied and of great interest. Are we promoting all of these resources so people will spend time and money in the state.

The tourism demand includes conventions, business, and pleasure. Each of the areas needs to be promoted and expanded.

Major tourism "attractors" include golf, festivals, and historical, but some indicated their areas need to be developed and promoted. Some of the

barriers for tourism development were listed as cooperation, money areas not fully utilized, not "fun" areas, and further development.

Nashville and the Smokies were listed as principal competitive destinations. Smaller cities and towns in the state also listed Lexington as a major competitor.

Travel shows, advertising and development were listed as ways for increasing demand from existing markets. New markets indicated were development of major new attraction and advertising. Most indicated no plans for attracting new markets.

Priorities for increasing tourism demand included improvement in existing facilities, adding new attractions, cooperation, and marketing what we currently have in the state.

Long term goals reflect the very important goals. Some of the goals listed are: more advertising; hospitality seminars; computerization; increase funds; additional attractions; leadership training; increased commitment from board members and community; training programs; and work closely with legislature.

The training needed for a director of the tourism/convention bureau seems to center on personality and knowledge with a good marketing ability.

RECOMMENDATIONS

There is a wide gap between educators and the hospitality/tourism industry. This gap must be bridged if the needs of the hospitality/tourism industry are to be met for the benefit of Kentucky. This will take a lot of effort on the part of everyone concerned. Educators must look at the needs of the industry and determine how these needs can be met. Programs to meet specific needs should be developed with input from the industry. The programs should then be made available for employees and prospective employees.

The problem of supply and demand is going to be very acute in the future as the number of people in the 16-25 age category diminishes. Reducing employee turnover and alternate sources of employees are problems that must be addressed.

Tourism needs to be developed in Kentucky to bring in added revenue and employment. This is the responsibility of all Kentucky residents but members of the hospitality/tourism industry need to be leaders in this effort. Their cooperation with the state government for funding and support can only benefit all of Kentucky.

Short term and long term goals for all areas of the state need to be developed if they are not already in existence. Training all employees to assist in selling Kentucky is important. Cleaning up Kentucky, new attractions, and focusing on current attractions are needed to enhance the image of Kentucky.

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APPENDIX I

HOTEL/RESTAURANT QUESTIONNAIRE

1. Who does employee training in your facility?

   _____A. Human Resource Department

   _____B. General Manager

   _____C. Supervisor

   _____D. On the job-training (other employees)

   _____E. Seminar/Workshop Presentations

   _____F. Vocational Schools

   _____G. College or Universities

   _____H. Other

2. Do you hire people who already have training for their positions?

   _____yes _____no

3. Is there a sufficient number of trained employees to meet your facility needs?

   _____yes _____no

4. If the answer is no, please indicate the type of trained employees needed by your facility.

   A._____

   B._____

   C._____

   D._____

5. Do you prefer training of your employees be done?

_____A. at your facility

_____B. at a vocational school

_____C. a special seminar or workshop

_____D. at a junior college or university

6. What length of inservice training do you prefer for your employees?

_____A. 1 hour

_____B. 2 hours

_____C. 1/2 day

_____D. all day

_____E. two days

_____F. one week

7. Do you require employees to participate in in-service training programs?

_____yes _____no

8. Are employees paid when they attend inservice training sessions?

_____yes _____no

9. Do your employees receive specific training for the tourism/hospitality industry?

_____yes _____no

10. If the answer is yes, who receives this training?

_____A. Hostess

_____B. Waitress

_____C. Housekeepers

_____D. Front Desk

_____E. Supervisors

_____F. Other_____

11. Are employees compensated for additional training by pay increases or promotions?

_____yes _____no

12. Would your employees participate in training programs if offered by vocational schools?

_____yes _____no

13. Would your employees participate in training programs if offered by junior colleges or universities?

14. If the answer is yes, what type of programs?

_____

15. If the answer is no, why not?

_____

16. What qualifications do you look for when hiring new employees (rank in order of preference)?

_____A. Personality

_____B. Appearance

_____C. Training

_____D. Other_____

17. What plan do you have for reducing employee turnover in your facility?

_____yes _____no

18. Do you have a training manual for employees?

_____yes _____no

19. Do you have set times for evaluating employees?

_____yes _____no

20. If yes, is this evaluation

_____A. yearly?

_____B. every 6 months?

_____C. every 5 months?

_____D. at end of probationary period?

21. Do you have job descriptions for each position in your facility?

_____yes _____no

22. Are employees given an opportunity to apply for higher positions in your facility?

_____yes _____no

23. Is there a city or community effort to increase tourism?

_____yes _____no

24. What suggestions do you have for increasing tourism in the state?

_____

25. What suggestions do you have for increasing tourism in your city?

_____

26. Who do you think should be responsible for selling Kentucky and/or its cities?

_____

27. Will the proposed increases in minimum wages be a benefit to the hospitality/tourism industry?

_____yes _____no

28. Are your employees trained to answer guests questions about local attractions, other attractions in the state, geography of the state, etc.?

_____yes _____no

APPENDIX II

COMMUNITY TOURISM INVENTORY CHECKLIST

Check members of — Comments

1. Tourism Commission or Board

_____Chamber of Commerce_____
_____Convention & Visitors Bureau_____
_____Hotel/Motel Association_____
_____Restaurant Association_____
_____Retail Merchant Association_____
_____Historical/Museum Board_____
_____Service Clubs_____
_____Other:_____
_____Comments:
_____
_____

2. Community's Tourism Resources

_____Attractions (natural)_____
_____Attractions (man-made)_____
_____Festivals_____
_____Special Events_____
_____Lodging Facilities_____
_____Restaurant/Foodservice Facilities_____
_____Shopping/Retail Facilities_____
_____Convention/Meeting Facilities_____
_____Travel Information Facilities_____
_____Other:_____
Comments:
_____
_____

3. What is the existing tourism demand?

_____Convention/Meeting Market_____
_____Business Travelers_____
_____Tour Groups_____
_____Pleasure Travelers_____
_____Other:_____
_____Comments:
_____
_____

4. What are Community Strengths and Major Tourism "Attractors"?

_____Attractions_____
_____Facilities_____
_____Community Support for Tourism (taxes)_____
_____Other:_____
_____Comments_____
_____
_____

5. What are the Community Weaknesses and major barriers to further tourism development?

Lack of Attractions_____
Lack of Facilities_____
Lack of Community Support for Tourism_____
Other:_____
Comments:_____
_____
_____

6. What are the principal competitive destinations?

For Convention/Meetings Market_____
For other Business Travelers_____
For Tour Groups_____
For other Pleasure Travelers_____
Other Markets:_____
Other Markets:_____
Comments:_____
_____

7. What is the plan for increasing demand from existing markets?

Increasing Pleasure Travel from existing geographic markets_____
Increasing Convention/Meeting travel from existing geographic markets_____
Increasing other business travel from existing geographic markets_____
Increasing demand from other segments from existing markets_____
Comments:_____
_____

8. What research has been done or is planned to attract demand from new markets?

Pleasure Travelers from new geographic markets_____
Pleasure Travelers from new market segments_____
Convention/Meeting Travelers from new geographic markets_____
Convention/Meeting Travelers from new geographic markets_____
Other market segments_____
Comments:_____
_____

9. List priorities for increasing tourism demand.

1._____
2._____
3._____
4._____
5._____

10. What are the long-term goals for tourism?

Marketing Goals:_____
Community Support and Awareness goals:_____
Internal Organizational goals:_____
Development Goals:_____
Other Goals:_____
Other Goals:_____
Comments:_____
_____

11. What type of training should be required for a director of a tourism/convention bureau?

_____Bachelors Degree in Tourism_____
_____Associate Degree_____
_____Vocational School Certificate_____
_____Academy Certificate_____
_____Four-six weeks training program_____
_____Other:_____
_____Comments_____
_____

APPENDIX III

Additional Comments

(Hotel/Restaurant Questionnaire)

4. Kitchen, grill and line cooks

Janitorial

Front desk

Housekeepers

Waitresses/waiters

Kitchen foodservice workers

Computer "friendly"

Telephone skills

Communication skills-verbal and written

Servers

Bar

2-3 years practical experience

2 years formal training

Those with the right attitude

Front-line person

Bussers

Fast food service

Bartender

Salad persons

Motivated, energetic, honest, hard-working individuals

Starting level cook

Additional Comments from Hotel/Restaurant Questionnaire

4. (continued)

Cashier

Management

Dishwashers

Dining room managers

Smart

Happy

Clean

Saute'

Broiler

Fryer

Cold prep

We train our own.

Experienced cooks

Live kitchen help

People with waitress, cook & cashier abilities

Kitchen-all

Service-all

Night audit

Maintenance

Restaurant

Sales

Dietetic technicians

Pizza maker's

Counter personal

Room attendants

4. Additional Comments from Hotel/Restaurant Questionnaire (continued)

Reception agents

Front office

Host/hostess cashiers

Assistant restaurant managers

Food service area

Baker

Technical/engineering

Secretarial

5. -I manage a very small motel so training is sometimes available in large groups at one specific property or location.

-All would be fine.

-Any will be.

-No preference.

6. -Housekeeping-2 weeks.

-Front desk-additional training done periodically.

-Takes about 6 weeks for a cook.

-One week for waitress and cashiers.

-One week for sales people (usually more)

-4 weeks

-Varies 1/2 day up to week.

-Depends on job position.

8. Employees are paid during training period.

9. We have a hospitality training program.

Additional Comments Hotel/Restaurant Questionnaire (continued)

11. As they acquire more skills they become more promotable.
12. -If required by management
    -Perhaps
    -Maybe-must be adequate training.
    -If possible probably if offered at our facilities.
    -Most likely only culinary position.
13. -Perhaps
    -Possibly
    -It would be through the employee's initiative, the hotel reimburses for certain training.
14. -Any offered
    -Culinary, business, personnel, mgmt., fine arts.
    -Communication skills
    -Sanitation/service
    -Restaurant/Hotel Programs
    -Anything
    -Tourism, technical
    -Hospitality related
    -Service oriented class
    -Hospitality equals fine dining, service equals new trends.
    -Cooking

Additional Comments Hotel/Restaurant Questionnaire

14. (continued)

-Best programs for us have those that address problem solving techniques and courtesies toward guests.

-Hospitality industry/kitchen workers/dining room employees.

-Leadership, skill development

-In depth service, health regulation

-Managing skills

-Point of sale-type promotions

-Cash register

-Sales

-Service training

-Customer relations

-Foodservice

-Food prep

-Housekeeping

-Front desk

-Computers

15. -Current employees would not, but additional training programs would improve the pool of applicants for new jobs.

-Only management

-We are a university; more convenient to use our facilities.

-Not necessary in this business

Additional Comments Hotel/Restaurant Questionnaire

15. (continued)

-Not helpful

-Adequate training is provided on the job.

-It depends on duration, location of school and expense.

-Age level of present employees.

-Facility (on premise) training more informative for these types of employees.

-We have people who do not seem to want to get ahead or those already in school.

-The best training is on the job.

-Usually too much time involved with universities.

-Learn on the job.

-Because I have my own methods of training my crew.

-Generally not used for restaurant staffs.

-Cannot afford them to go to these schools.

-Most training too specific to our company.

-They feel they do not have time.

-If allowed under state regulation.

-I feel there is no need or time for this.

-Days Inn has their own training school.

-On the job is better.

-Limited staff, forced to train on the job-very few exceptions.

-Some would probably participate, maids would not.

-Jerry's has a training program.

Additional Comments Hotel/Restaurant Questionnaire

15. (continued)

-Most work two jobs or are in school.

-There is no junior college or university in this area.

-Public seating only 50 people. The need is not there.

-Remote location

-We prefer programs tailored specifically for our operations.

-Adequate training at our facility.

-Our employees benefit more from training for a specific task.

-Cost prohibitive

-Because of time involved

-Too general

16. -Ability to work as a team

-Ability to communicate-both oral and written

-Age

-Enthusiasm

-How fast they walk

-Interest Level and trainability

-Ability to communicate in proper English

-Good references

-Other education and schools

-All the above

Additional Comments Hotel/Restaurant Questionnaire

16. (continued)

-Attitude-first and foremost

-Does the person need the job?

17. -Keep them happy

-Proper training

-Benefits and promotions

-Better pay

-Operating a great establishment

-Encourage supervisors to do this.

-Improving working conditions, orientation and training.

-Prayer

-High turnover rate

-Screen employees more thoroughly.

-Hire better quality personnel.

-Promote from within.

-Treat all employees the same; make them feel like part of the family.

-Incentives - bonuses

-Work with employees, listen to their output.

-None

-I treat them fairly and give them enough hours so they can support themselves.

-If the employee is worth keeping, I handle each case on an individual basis.

Additional Comments Hotel/Restaurant Questionnaire

17. (continued)

-Open door policy

-To hire more trained employees.

-Paid vacation

-Utilizing alternative sources of labor

-Good relationship between management and employee

-Pension plan

-Give the direction and responsibility.

-Improved human relations

-Job security

-We are seasonal - April/October.

-I have the same people that I started with 2 years ago.

-No specific plans

-Flexibility

18. -Most areas

19. -No set time but we do talk often about problems and the good jobs that are being done.

-Annually - minimum

20. -Monthly

-Every 3 months

-First evaluation 30 days - every 6 months thereafter.

-Yearly - formal

-At end of probation period - informal

Additional Comments Hotel/Restaurant Questionnaire

22. -Only chosen people can be chosen for higher positions.

24. -Make Bowling Green a destination point, instead of a pass through city.

-Advertising, tourism park

-Work "Welcome Centers"

-Word-of-mouth ads

-Adding attractions

-A good public relations firm

-More hotels and shopping centers

-Education as to the benefits

-Educate general public about tourism and the effect on our economy.

-Better restaurants and bars

-Spend more money on improvements

-None

-More growth of facilities and cleanup

-Additional information and schooling for local residents to be proud of what their community offers and the value of tourism dollars.

-Competitive and creative marketing

-Attractions for families

-Liquor by the drink

Additional Comments Hotel/Restaurant Questionnaire

24. (continued)

-Turn features of city and hotel into benefits that is being handled by local bureau.

-Weekend packages

-Market the convention business

-Leaving the race tracks open for longer than just two short times.

-Do some cleaning up of downtown area.

-Our city is doing well with lakes and has no. 1 rating on retirement.

-Clean it up.

-Contact tour buses.

-State, regional and some national promotion

-None

-Covington is starting to do a good job.

-Amusement parks, fairs, etc.

-Group effort

25. -Spend money.

-More advertising for communities other than state parks

-Word of mouth ads

-Private companies

-Newspaper ads

-More entertainment

-Park promotions

-Education as to the benefits

Additional Comments Hotel/Restaurant Questionnaire

25. (continued)

-Increase state tourism budget.

-Out-of-state promotions

-Lakes, campgrounds, state parks, pools

-Direct mail

-Advertising to feeder markets

-Improved advertising campaign

-Liquor by the drink

-National advertising

-Promoting city and state functions

-Lottery

-Spend more money on tourism, target marketing.

-Upgrade our educational image - nationwide.

-Develop a higher profile of the state.

-Clean up program

-Advertise our beautiful state.

-Amphitheater, crusades, sports arena

26. -Each city should have a budget.

-Businesses and state government

-Someone from each county-state tourism direction

-All of us

-Kentucky Dept. of Travel Development

-Joint city and state

-Individual properties

-Every Kentuckian

-Chamber of Commerce

Additional Comments Hotel/Restaurant Questionnaire

26. (continued)

-Governor

-Tourism departments in conjunction with local businesses and state government

-The State Adv. Board

-Visitors Bureau

-Each state, regional and local entity, they all benefit.

-Private organization similar to Lex. united

-All trade organizations who benefit.

-Everybody

-Surroundings are beautiful where people really care.

-Restaurant association

-Hospitality industry

-Clean, beautiful, scenic

-Congress or Federal Government

-Local convention center.

27. -In the long run because it will be better for employers.

-Most small operators will be unable to afford wage increases without raising room rates.

-Increases cause a ripple effect all the way to the top and also cause the rate increases to cover expense-all payroll based on tax increase.

Additional Comments Hotel/Restaurant Questionnaire

27. (continued)

-I'm not sure that the impact will benefit a seasonal business.

-The proposed increases will result in less jobs in our industry.

-Not in our opinion.

28. -Half

-Both, probably more negative

-But never enough

-I'm new to the area.

ADDITIONAL COMMENTS

COMMUNITY TOURISM INVENTORY CHECKLIST

1. -All tourism commission members are required to consist of 7 representation as per Kentucky Revised Statutes KRS 83-340.

   -At large

2. -Daniel Boone National Forest

   -Cumberland Falls

   -Rivers

   -State Parks (3)

   -Renfro Valley

   -Laurel Lake

   -Cumberland Lake

   -600 + rooms

   -Fall Service Information Center

   -Capital Expo - Oktoberfest

   -Ky. Genealogical information at library and archives

   -Horse Farms - old homes - Historical

   -Kentucky State Horse Park - Antique Market

   -Georgetown College

   -Festival of the Horse

   -Cardome Center

   -Georgetown College - Toyota Plant

Additional Comments Tourism Inventory Checklist

2. (continued)

-Cardome Center - former convent and remodeled for conventions, meetings and community center.

-Golf course, museums

-Wooldridge Monuments

-Mayfest

3. -Limited

-Equestrian interests

4. -Very historical

-3% Room tax

-Community support of tourism

-Strong CV & B

-Transient room tax

-Need more attractions and convention facilities

-Ft. Campbell, golf

-Yes for community support

-Festival - College - Toyota - Horse Farms

-Cardome Center - Georgetown College

-Motel and Hotel room tax

5. -Yes, there are several nice ones, but Riverfront needs to be developed.

-Yes - plans are now underway.

-Not perceived as "fun"

-Money

-Will develop with demand.

Additional Comments Tourism Inventory Checklist

5. (continued)

-Cooperation

-Not enough

-Not utilized fully

-Sporadic at best

6. -Lexington and Louisville

-Lexington, Louisville, and Owensboro

-Bardstown

-Same

-Every place other than my community

-Nashville

-Lexington and Louisville

-I-75 North & South

-Smokies

-Smokies/Lake Cumberland

-Bowling Green/Louisville/Nashville

-State Parks/Lexington, Bluegrass

-State Parks/Opryland

-Grand Ole Opry

-Lexington

-Lexington and Fayette County are only 10 miles south.

7. -Advertising and new developments

-Travel shows - Information Center

Additional Comments Tourism Inventory Checklist

7. (continued)

-Yes

-Advertising in state and local brochure and going to travel shows for displaying.

8. -Increase advertising for all

-Completed recent tourism

-Study addresses

-Development of a major attraction: Wilderness Road Village

-A pioneer village theme park

-Purchase Fair - Professional Coon Hunt

-Mid-Towner Motel - Holiday Inn

-Downtown/Shopping Mall

-Dry county

-Eastern Kentucky did a survey for us which includes all of these aspects.

-Zero

-None

-None

-None recently

9. -Develop riverfront

-Increase promotional materials

-Attend more marketplace "get the word out."

9. (continued)

-Develop regional advertising ideas and promotions.

-More advertising monies

-New developments

-More tourism attractions needed, focus on what we have.

-More attraction

-More money

-Create a national park - Trail of Tears.

-Pursue regional conventions.

-Expand museums.

-Develop Wilderness Road Village

-Development of area attractions

-Regional promotion efforts

-Special events

-Self improvements in attractions

-Services, facilities

-Marketing

-Public relations

-Selling community on tourism contribution to local/state economy

-Better marketing of facilities

-More cooperation and promotion of motel association.

10. -More advertising

-Regular hospitality seminars

Additional Comments Tourism Inventory Checklist

10. (continued)

-Fragmented/need to educate state legislatures on importance of tourism

-Internal goals: Raise money

-Development goals: Construct additional attractions near national picnic site.

-Brochures and trade shows and travel shows

-Newspaper support and local events.

-Leadership training

-Increase commitment of board members

-Train local support personnel and service personnel. (All of these plus more events and more attractions.)

-To increase room night sales thereby having a healthy tourism environment in all support areas

-A strong marketing and advertising program is necessary for this.

-To remain in our competitive position and increase our standing state wide

-Computerization and increased sales stays

11. -There are no Bachelor's degree programs in Tourism in Kentucky.

-Tourism directors should have a broad background and have the educational equivalent of a degree in journalism or public relations.

Additional Comments Tourism Inventory Checklist

11. (continued)

-Communications or "P.R."

-Seasonal seminars to keep abreast of industry trends

-An aggressive person who is experienced in the business of tourism and convention sales. Tourism and convention sales. Tourism and skills of working effectively with the community. Peers, elected officials, etc. is not learned by degree.

-Dependent on background and personality of individual - very similar to marketing any product

-Good personality and knowledge of area attractions and state.

-The degree is not necessarily the key.

-No. 1 Attitude/interest/initiative

-No. 2 Communications skills - written or oral

-No. 3 Personality

-No. 4 Job/skills/trade knowledge, however obtained:

a. formal education

b. on job training

c. trade school

d. other

1, 2, & 3 must be basis - find that person then that

Additional Comments Tourism Inventory Checklist

11. (continued)

person can be taught, trained, and/or developed in the know how techniques.